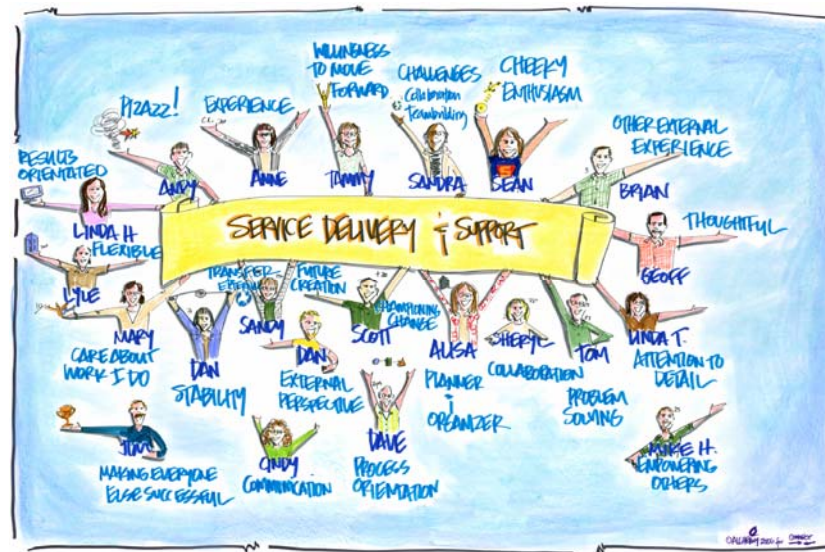


Introduction

- These slides complement the presentations during the Service Delivery & Support all staff meeting on August 30, 2006.
- Many slides are intended as visual references only, and context is provided by viewing the SDS all staff meeting video.
- Questions may be directed to:
sds-avp@cac.washington.edu

SERVICE DELIVERY & SUPPORT

All Staff Meeting – 8/30/2006



Agenda

- Welcome & review of how we got here
- Adaptive work – more than a routine change
- Strategic planning process: SDS focus
- SDS plan for the coming year...
- What is the Culture of Service?
- We want to hear from you!
- How do we achieve our goal?



SERVICE DELIVERY & SUPPORT

- Created in January 2006.
 - Customer Services
 - Technical Operations
 - Technical Services
- Accessible Technology Services joins in May 2006.
- Communications Group joins in June 2006.
- Also supports DRBR, K-20, and Initiatives.





C&C VISION
TO PARTNER WITH THE UW
COMMUNITY IN CREATING TECHNOLOGY
SOLUTIONS THAT ENABLE THE
UNIVERSITY OF WASHINGTON TO
ENRICH LIVES THROUGH TEACHING,
RESEARCH, & PUBLIC SERVICE

C&C Strategic Planning Effort



Big 4!

- Customer Service
- Communications
- Responsive & Reliable Systems
- Project & Financial Management

- Staying in touch with progress.
- What does it mean to me?

Adaptive Work



- Important, but hard work for everyone in the organization.
- Adaptive challenges require a less traditional style of leadership.
- Asking tough questions, not providing all of the answers.
- Supporting problem solvers, not solving problems yourself.

Get on the balcony. . .



Signaling Change

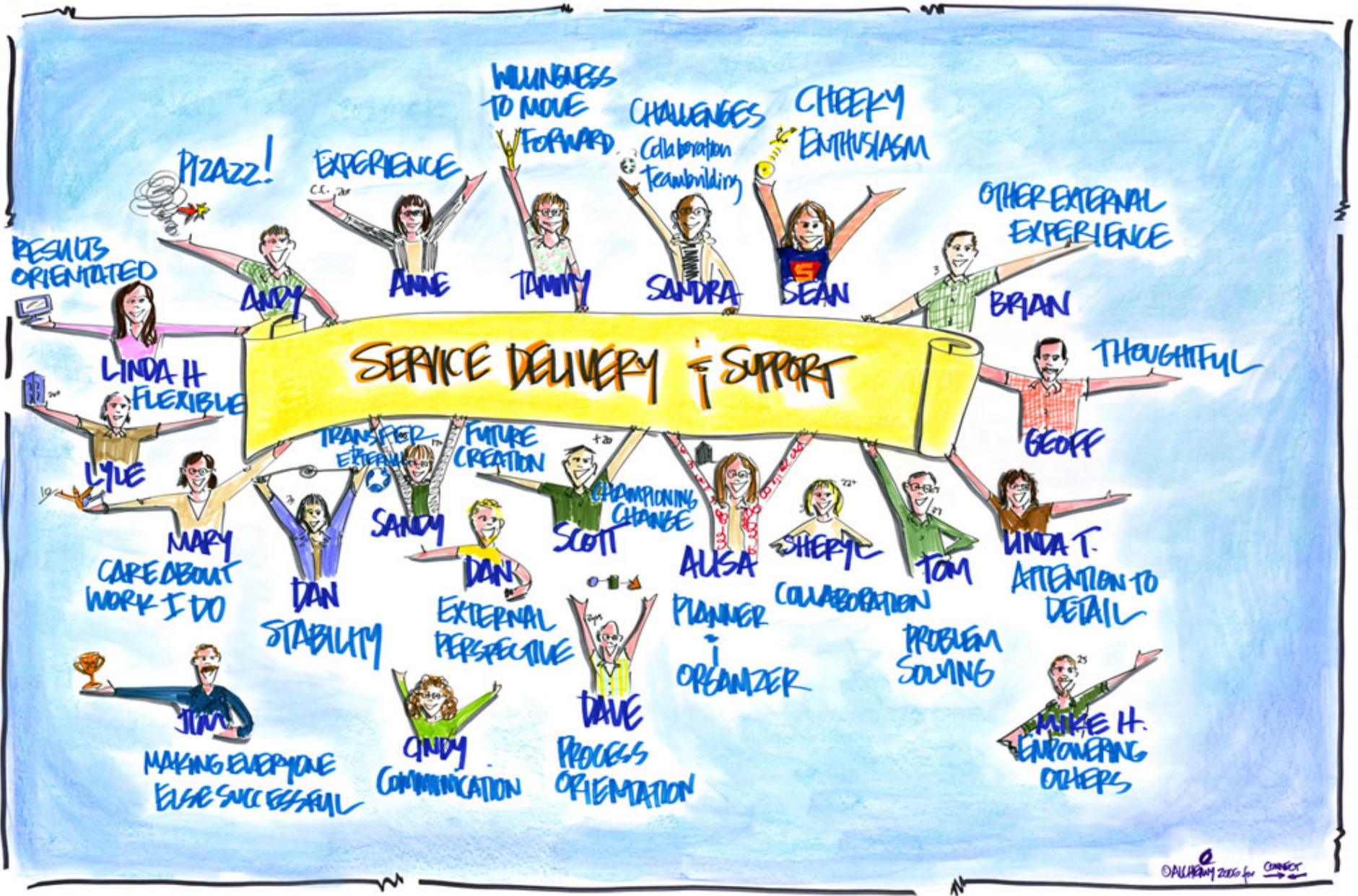


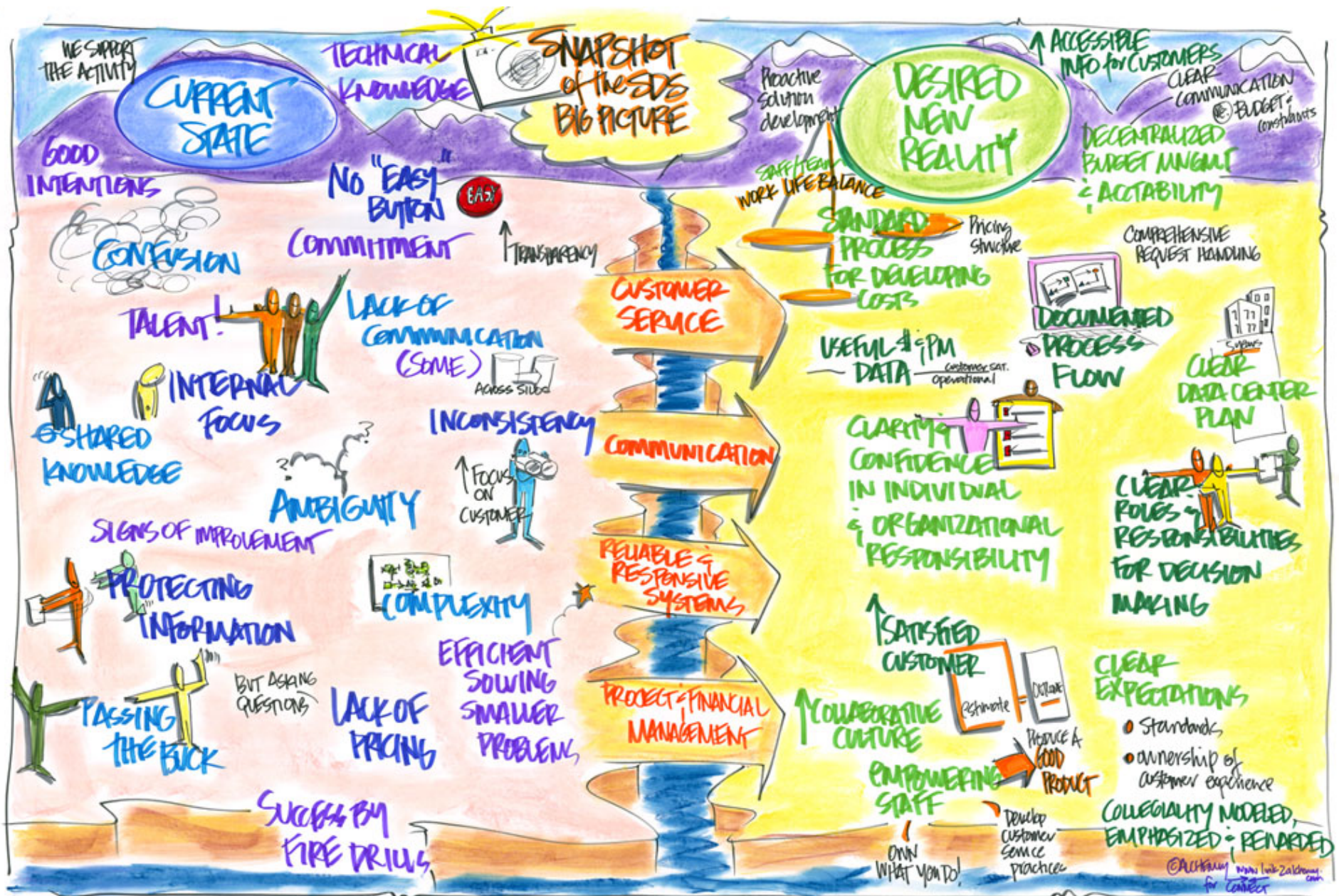
- Defensive calendaring: making sure I'm working on the most important things
- Email is no longer my driving force
- Achieving balance!
 - Doing/Managing/Leading
- Fostering relationships: SDS flash cards
- Improving communication: Blog, climate lunches, mobile office, status reports
- Vision, goal setting, measuring results



Scott's Leadership Goals -- FY07

Goal Areas	Q1 Action - 7/2006 - 9/2006	Q2 Action - 10/2006 - 12/2006	Q3 Action - 1/2007 - 3/2007	Q4 Action - 4/2007 - 6/2007	FY07 Vision (Goal State)
Increase time spent on leading vs. managing and doing through more focus on the important priorities vs. immediate demands so that I am adding more value and achieving a better work life balance.	(1) schedule vacation, (2) reduce evenings/week to 4, (3) achieve 25%-45%-30% D/M/L balance, (4) incorporate defensive calendaring and establish criteria for Jenny's scheduling, (5) conduct goal and priority setting with management team, (6) develop weekly action lists	(1) take at least one-week of "unconnected" vacation, (2) reduce evenings/week to 3, (3) achieve 25%-40%-35% D/M/L balance, (4) management retreat to review progress toward vision	(1) reduce evenings/week to 2, (2) achieve 20%-40%-40% D/M/L balance	(1) reduce evenings/week to 1, (2) achieve 15%-35%-50% D/M/L balance	Resume telecommuting from Vancouver 12 weeks per year. Scheduled vacation through June 2007. Work schedule includes not more than 2 evenings/week excluding emergency events. Achieve doing-managing-leading balance 15%-35%-50%. Calendar reflects important priorities.
Improve communication to keep people informed and to ensure leadership voices are heard from below so that people understand our direction better and we create a better means to elicit feedback from people at various levels of C&C.	(1) solicit feedback from colleagues for ways to improve communication and get examples of exemplary best practices, (2) conduct SWOT with SDS teams, (3) conduct one-on-one with key staff voices, and (4) maintain monthly status report for key activities	(1) Begin monthly communication to all SDS staff, (2) schedule "climate lunch" sessions with 8 or so staff monthly	work in progress	work in progress	Colleagues are knowledgeable about progress toward goals, high impact challenges, and achievements. Surprises are exceptions rather than rule, and trust fabric exists to mitigate impact of surprises. Culture encourages voices from below, and effective feedback loop established within SDS division.
Increase delegation to management team and staff while creating an environment that fosters a more empowered work force where individuals feel more ownership.	(1) develop status reporting protocol with management team, (2) establish framework for delegation of work and increased clarity of expectations, (3) inventory existing work activities and identify owner, (4) identify gaps in staff functions and recruit	work in progress	work in progress	work in progress	Majority of work flows to directors and they are empowered to execute. Support directors decision making, and nurture development. Ensure clarity of expectations and who owns the "blue dot." Stay on the balcony more of the time and get out of the way.
Develop and support leaderful behavior in the organization especially among direct reports so that we encourage people to take more initiative.	(1) share literature on leadership with management team, (2) work with management team to develop performance appraisal that embraces new behaviors, (3) identify projects for direct reports and others to take the lead on in more empowered way than in the past.	work in progress	work in progress	work in progress	Model behavior and share best practices and leaderful perspective. Build trust and confidence in team's ability to solve problems, and encourage opportunities for directors to be leaderful with their direct reports.





SDS Organizational Initiative

- Conduct organizational assessment.
- Facilitate focus groups to identify challenges.
- Brainstorm and develop possible solutions.
- Develop and implement plan.

“You did what you knew how to do. And when you knew better, you did better.”

– Maya Angelou



SPS VISION ELEMENTS

- Effective tools, responsibility, and resources.
- Crisp processes.
- Clear customer service expectations.
- Collegiality modeled and rewarded.
- Communication!

SERVICE DELIVERY & SUPPORT

Our Values... CUSTOMER COMMITMENT, INTEGRITY, EXCELLENCE, SERVICE DELIVERY & SUPPORT, COLLEAGUELY, INNOVATION, Strategic Plan, OUR VISION, End Goal

	Q1 JULY - SEPTEMBER	Q2 OCTOBER - DECEMBER	Q3 JANUARY - MARCH	Q4 APRIL - JUNE	
CUSTOMER SERVICE	<ul style="list-style-type: none"> ANALYSE ID KNOWLEDGE SERVS/ BASELINE & PRIORITIZE TRAINING NEEDS DEFINE CUST. SVC STANDARDS REVIEW & COMPARE EXISTING STANDARDS ID OPERATIONAL DIFFERENCES 	<ul style="list-style-type: none"> BEGIN DEVELOPMENT OF TOP 3 PRIORITIES COMPLETE DEVELOPMENT OF #1 PRIORITY REACH CONSENSUS W/ SDS MGMT ON BASELINE STANDARDS FOR SDS STAFF 	<ul style="list-style-type: none"> IMPLEMENT COMMUNICATION METHODS 		<ul style="list-style-type: none"> EXPANDED KNOWLEDGE & SKILLS OF ALL SDS STAFF TO ENHANCE SERVICE DELIVERY By 7/07 SDS CUSTOMER SERVICE STANDARDS OF PRACTICE IN PLACE By 3/07
COMMUNICATION	<ul style="list-style-type: none"> SDS SUBGROUP PARTICIPATES IN DEVELOPMENT OF CFC COMMON MSGS TASK FORCE REPRESENTING EACH MAJOR UNIT DEVELOPS KNOWLEDGE PARAMETERS 	<ul style="list-style-type: none"> SUBGROUP SHARES DRAFT MSGS ACROSS SDS, GETS & INCORPORATES FEEDBACK INTO FINAL CFC PRODUCTS EACH UNIT DEVELOPS OWN KNOWLEDGE NEEDS/REQUIREMENTS FOR THEIR STAFF 	<ul style="list-style-type: none"> DISSEMINATE COMMON MSG'S THROUGHOUT SDS TASK FORCE ROLLS UP UNIT REQ. & INTO SDS-WIDE KNOWLEDGE BASE OF SVC'S & PROJECTS 	<ul style="list-style-type: none"> WORK W/ SDS MANAGERS TO INCORPORATE MSG'S W/IN WORK PRODUCTS & ACTIVITIES TASK FORCE DEVELOP PROCESS TO PROMOTE & MAINTAIN MSG'S & ASSESS USEFULNESS TO UNITS 	<ul style="list-style-type: none"> ALL SDS UNDERSTAND & DELIVER CFC COMMON MSG'S IN SUPPORT OF SERVICE LINES, CULTURE OF SERVICE & VISION/MISSION/VALUES SHARED KNOWLEDGE ABOUT CFC SERVICES & SDS PROJECTS AVAILABLE TO ALL SDS STAFF By 7/07
RELIABLE & RESPONSIVE SYSTEMS	<ul style="list-style-type: none"> LAUNCH PILOT FOR CRITICAL TIME SVC'S DEFINE DELIVERABLES & SCHEDULE RESEARCH RELEVANT TECHNOLOGIES IDENTIFY SDS SVC AREAS & INCIDENT TYPES THAT NEED IIR PROCEDURES 	<ul style="list-style-type: none"> IDENTIFY OTHER CRITICAL SVC'S IN SDS FOR CHANGE MGMT DELIVER PROTOTYPE REVIEW PROTOTYPE, REFINING DELIVERABLES DEFINE & IMPLEMENT SDS IIR SCHEDULE WIDE DUTY MGMT & ESCALATION PROCEDURES 	<ul style="list-style-type: none"> REVIEW PILOT & ENGAGE OTHER SERVICE AREAS IMPLEMENT REFINED DELIVERABLES & POLISH PRODUCT TRAINING SPECIFIC IIR PROCEDURES FOR ALL SERVICE AREAS 	<ul style="list-style-type: none"> DEPLOY SYSTEM, SUEDEBANNER OLD NIMS FOR MONITORING 	<ul style="list-style-type: none"> IMPLEMENT CHANGE MGMT PROCESS FOR CRITICAL SDS SERVICES By 7/07 IMPLEMENT NEW METWORK MONITORING SYSTEM By 7/07 DEFINED INCIDENT RESPONSE PROCEDURES FOR ALL SDS By 3/07
PROJECT MANAGEMENT	<ul style="list-style-type: none"> IDENTIFY SDS PM HUBSON REQUEST DEBRIEF FROM CFC PM TEAMS DEFINE SCOPE & REQUIREMENTS FOR PROJECT IIR PRESENT TO ANP FOR APPROVAL 	<ul style="list-style-type: none"> REPORT BACK TO SDS MGMT GROUP ANP RESPONDS TO ONE PAGER 			<ul style="list-style-type: none"> PARTICIPATE IN ALL CFC PM INITIATIVES & IMPLEMENT BEST PRACTICES IN SDS DEFINED & IMPLEMENTED PROJECT TRACKING & COMMUNICATION PROCESS
FINANCIAL MANAGEMENT	<ul style="list-style-type: none"> 1/2 DAY RETREAT - SHARE # TOOLS & PRACTICES OVERVIEW F2006 BUDGET TOOL & PRACTICES DEV. INTERIM IDEAS IDENTIFY PRIORITY GAPS IDENTIFY KEY SDS STAKEHOLDERS TO WORK W/ CCBF 	<ul style="list-style-type: none"> SUBGROUPS WORKING ON INTERIM SOLUTIONS TO GAPS EDUCATION PROCESS OF INDIVIDUAL GROUPS IDENTIFY SDS RESOURCES TO PARTICIPATE IN CCBF PROJECTS 	<ul style="list-style-type: none"> SHARE FINDINGS & SOLUTIONS FROM SMALL GROUPS IMPLEMENT PRIORITIZED SOLUTIONS 		<ul style="list-style-type: none"> ALL MANAGERS & STAFF EDUCATED IN CFC FINANCIAL MANAGEMENT PRACTICES PARTICIPATE & COLLABORATE W/ CCBF TO PROVIDE SDS SPECIFIC INFORMATION

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-
- Expanded knowledge and skills of all SDS staff to enhance service delivery by 7/2007.
 - SDS customer service standards of practice in place by 3/2007.





- **All SDS staff understand and deliver C&C common messages** in support of service lines and culture of service by 7/2007.
 - SDS subgroup participates in developing C&C messages and helps to incorporate them into SDS work products and activities
- **Shared knowledge about C&C services and SDS projects available** to all SDS staff by 7/2007.
 - SDS task force develops knowledge base





- Implemented change management process for critical SDS services by 7/2007.
- Implemented network monitoring system by 7/2007.
- Defined incident response procedures for all SDS by 3/2007.





- Participate in all C&C PM initiatives and implement best practices in SDS by 7/2007.
- Defined and implemented project tracking and communication process by 7/2007.





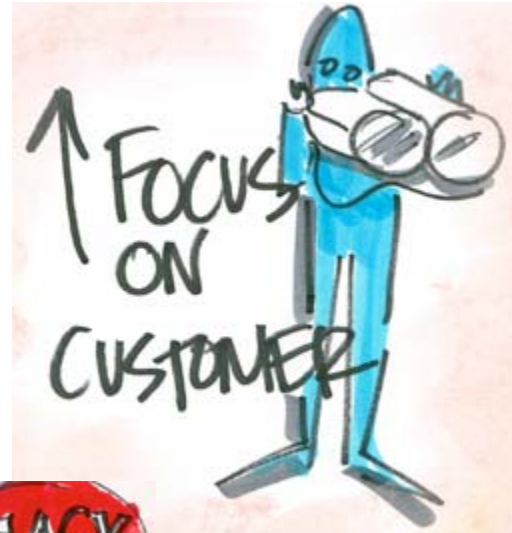
- All managers and staff educated in C&C financial management practices.
- Participate and collaborate with C&C Business & Finance to provide SDS specific information in financial reporting.



What is the Culture of Service?

RELIABLE & RESPONSIVE SYSTEMS

Proactive solution development



CUSTOMER SERVICE

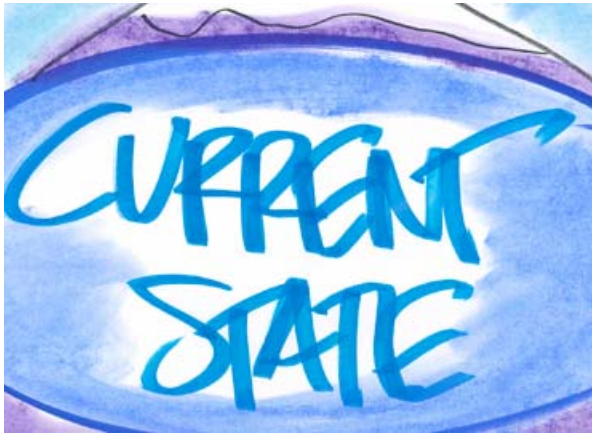
EASY

COMPREHENSIVE REQUEST HANDLING

TECHNICAL KNOWLEDGE

We want to hear from you!

- Questions? Please use microphones.
- Workplace Survey – Heidi Barta, C&C HR



SDS Workplace Survey

Workplace Survey

<i>SDS Unit</i>	<i>Type of employee</i>
<input type="checkbox"/> Accessible Technology Services	<input type="checkbox"/> permanent
<input type="checkbox"/> AVP Staff	<input type="checkbox"/> temporary
<input type="checkbox"/> Communications	<input type="checkbox"/> student
<input type="checkbox"/> Customer Services	
<input type="checkbox"/> Technical Operations	
<input type="checkbox"/> Technical Services	

Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I know what is expected of me at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the materials and equipment I need to do my work right.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At work, I have the opportunity to do what I do best every day.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In the last seven days, I have received recognition or praise for doing good work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My supervisor, or someone at work, seems to care about me as a person.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is someone at work who encourages my development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At work, my opinions seem to count.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The mission/purpose of the organization makes me feel my job is important.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My co-workers are committed to doing quality work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a best friend at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In the last six months, someone at work has talked to me about my progress.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This last year, I had the opportunity to learn and grow.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Source: The Gallup Organization

SEMOC – SDS stays in touch at BBQ!



For assistance, call 206-UW-SEMOC or 206-897-3662